

To: Harris County Precinct Two Commissioner Adrian Garcia
From: Katie Short, Director; Amber Weed, Chief of Staff and Policy Director;
Candice Johnson, Analyst
CC: Mike Lykes, Kris Banks, Ciara Major
Date: September 29, 2021
Re: **County Social Services-Public Safety-County Services Spending
Comparison FY2010—FY2018**

EXECUTIVE SUMMARY

At the request of Harris County Precinct Two, the Commissioners Court's Analyst's Office (the "Analyst's Office") compares public spending in the areas of social services, public safety, and county services from FY2010 to FY2018 across multiple jurisdictions within Texas and outside of Texas. This analysis replicates an analysis included in the Arizona State University (ASU) 2019 report, "Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas." In December 2020, the Analyst's Office published a comparative spending analysis for four counties within Texas (Harris County, Bexar County, Dallas County, and Travis County).

This memo expands upon the prior memo by comparing data from five jurisdictions outside of Texas—**Cook County, Illinois; the City and County of Denver, Colorado; King County, Washington; Maricopa County, Arizona; and Miami-Dade County, Florida;** and four counties within Texas: **Tarrant County, Travis County, Bexar County, and Dallas County—with Harris County.**

This analysis highlights several notable trends, including:

- For the ten counties reviewed, the **three counties with the highest average per capita spending between FY2010 and FY2018 were non-Texas counties** (Denver, \$2,427 per capita; Miami-Dade, \$1,926 per capita; King, \$1,242 per capita). The three counties with the lowest average spending between FY2010 and FY2018 were Dallas (\$221 per capita), Tarrant (\$265 per capita), and Cook (\$324 per capita).
- From FY2010 through FY2018, **Harris County cumulatively decreased spending on Social Services, Public Safety, and County Services by 5%, from \$618 per capita in FY2010 to \$587 per capita in FY2018.**
- **Only three of the ten counties reviewed—Bexar, Denver, and King—increased their total annual per capita spending from FY2010 through FY2018.**

- **For six of the ten counties reviewed, annual spending related to Public Safety was higher than spending on County Services or Social Services.** For the nine-year period analyzed, Harris County spent more on Public Safety (44%) than in any other category—three times the amount spent on Social Services (13%). The county that spent the most on Public Safety was Cook County, at 66% of their annual spending.
- **Social Services spending, which includes health and non-health-related services, was the smallest area of spending for nine of the ten counties reviewed, ranging from 1% (Cook County) to 17% of spending (Miami-Dade County).** King County is the only exception, spending more on Social Services (33%) than County Services (27%).
- **Harris County spent an annual average of \$229.74 per capita over the nine-year period analyzed on County Services.** Excluding debt service payments, spending by the Harris County Judge and Commissioners' offices account for the majority of Harris County's annual spending on County Services, at an average of 33%.

INTRODUCTION

Arizona State University (ASU), with funding from Episcopal Health Foundation, published a report in 2019 titled, “Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas.” The report provides a multi-year quantitative analysis of Harris County government spending data, clarifying patterns in health and social services investments.

The report analyzed government spending in Harris County from FY2010 to FY2018 across three broadly defined health and non-health related categories: Public Safety, Social Services, and County Services.¹ The ASU report also analyzed Harris County health data to study patterns in population health outcomes and conducted interviews to contextualize spending decisions. ASU’s report summarized ways that local government stakeholders could aid with improving health outcomes for residents.²

This memo expands on ASU’s research by comparing government spending in the three defined categories in Harris County to spending in nine counties around the country. A version of this memo was released in December 2020 with comparisons of Harris County to four Texas counties: Bexar County, Dallas County, Tarrant County, and Travis County. This final version includes comparisons to five other counties outside of Texas: Cook County, Illinois; the City and County of Denver, Colorado; King County, Washington; Maricopa County, Arizona; and Miami-Dade County, Florida. The scope of this memo is limited to comparative budget analysis and does not include an analysis of county health data, population health outcomes, or information gathered from interviews.

METHODOLOGY

This memo replicates the methodology used in Arizona State University’s (ASU) 2019 report, “Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas.”³ Specifically, this memo replicates the analysis of the “Spending on Social Services, Public Safety, and County Services,” section, which highlights overall county spending by category between FY2010 and FY2018. The original chart from the ASU report is included in **Appendix A**.⁴

For this analysis, the Analyst’s Office adopts ASU’s spending classification in three broadly defined areas: Social Services, Public Safety, and County Services.⁵ The components of each category are described as follows:⁶

- **Social Services** includes spending on health and non-health related services, such as community services, parks and recreation, and public health departments;
- **Public Safety** includes spending on corrections, the judicial system, and emergency services; and
- **County Services** includes spending on administrative expenses, such as the budgets for the County Judge and the Precinct Commissioners’ offices, as well as debt service and departments related to public infrastructure.

The Analyst's Office compares spending across these defined categories in Bexar County, TX; Cook County, IL; Dallas County, TX; the City and County of Denver, CO; King County, WA; Maricopa County, AZ; Miami-Dade County, FL; Tarrant County, TX; and Travis County, TX to spending in Harris County.ⁱ In some cases, counties do not have identical departments to those used to create Harris County's categories.ⁱⁱ In these instances, the Analyst's Office used discretion when assigning departments to replicate the original methodology as closely as possible.ⁱⁱⁱ

This memo includes expenditure data from both comprehensive annual financial reports (CAFR) and adopted budget documents. A budget is a plan detailing how taxes and other revenues will be allocated for future fiscal periods and may include prior year actuals and current year budget expectations.⁷ A CAFR is a set of financial statements that comply with the Governmental Accounting Standards Board's (GASB) accounting requirements and contain actual expenditures for the prior year's financial activities.⁸ The Analyst's Office uses actual expenditures from Harris County's CAFRs for the Harris County figures, replicating the original ASU analysis.⁹ For most other jurisdictions analyzed, the Analyst's Office uses prior period actuals published in adopted budgets for fiscal years 2010 through 2018. Although CAFR data is preferred, only adopted budget data was consistently available for Bexar, Dallas, Denver, Maricopa, and Miami-Dade counties for the range of years requested. In contrast, Cook and King County did not have consistent budget data available; therefore, the Analyst's Office uses the more readily available CAFR data for these two jurisdictions.

All expenditure data has been adjusted for inflation and are presented in 2018 dollars.

To account for the variation in size of the counties analyzed (and therefore, the scale of spending as compared to smaller counties), comparisons are presented both in terms of local population per capita and as a proportion of local expenditures.^{iv}

ASU's report excluded the City of Houston population from per capita calculations to account for findings from interviews with county stakeholders that many services are often provided to residents living in the unincorporated areas of the county.¹⁰ Unlike the ASU report, this report calculates Harris County's per capita figures using the City of Houston and Harris County population in the corresponding year. This per capita calculation approach yields different per capita spending estimates than shown in the ASU report but allows for a more accurate comparison to other counties.

ⁱ Denver's budget structure includes both City and County expenditures.

ⁱⁱ Identical department refers to the naming convention used by other counties.

ⁱⁱⁱ A list of revisions is included in Appendix F.

^{iv} Per capita totals are calculated by dividing the spending amount in a given category by the total county population that year.

ASSESSMENT

This section presents comparative analyses of spending by county for FY2010 through FY2018 by aggregate total for all categories and by the three defined categories, Social Services, Public Safety, and County Services.

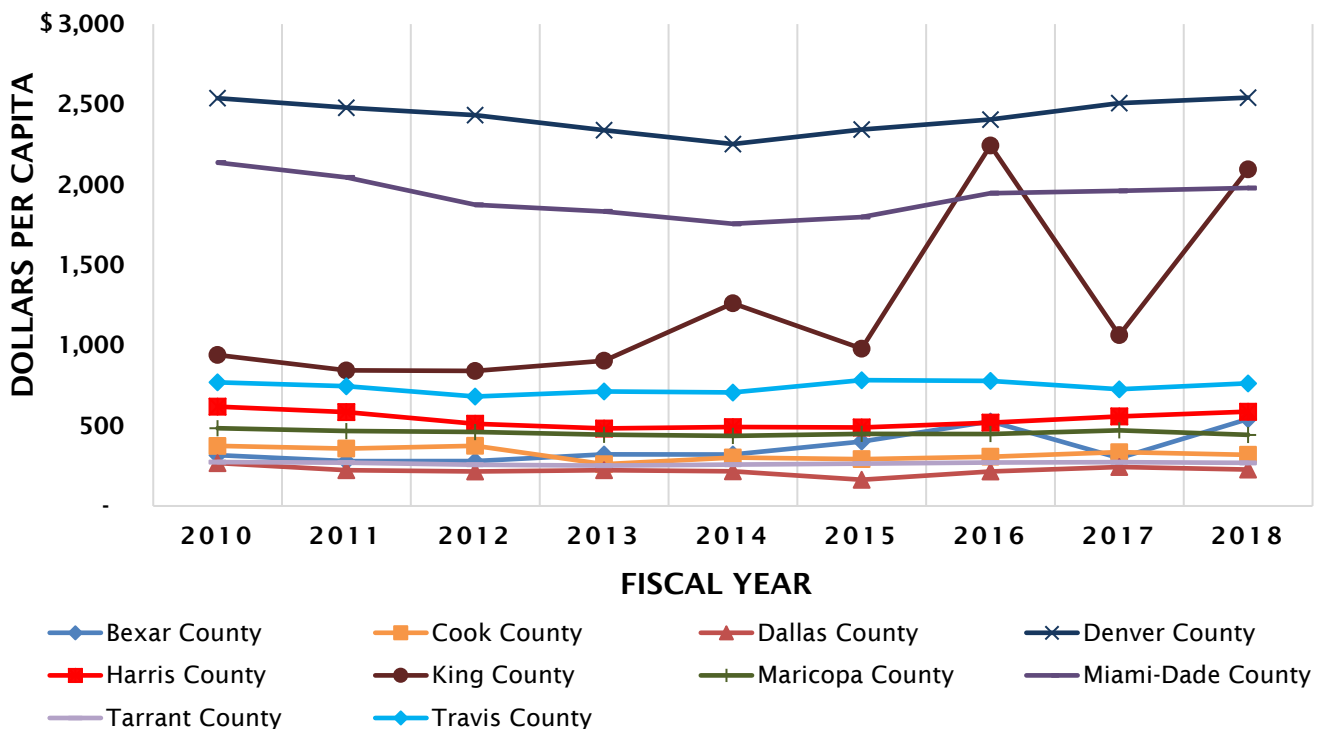
Total Annual Spending by County

This section presents the aggregate total spending by county for all categories from FY2010 through FY2018. Each county's total per capita spending is tracked to show the annual spending trends on Social Services, Public Safety, and County Services, and demonstrates the local proportions of expenditures within a county allocated towards these services.

Figure 1 reflects total annual per capita public spending trends on Social Services, Public Safety, and County Services, in each county.^v

Figure 1

Total Per Capita Social Services, Public Safety, and County Services Spending, FY2010–FY2018, Select Counties



Note: Detailed annual spending figures located in Appendix B.

Source: Analyst's Office analysis of US Census Bureau data, Harris County Comprehensive Auditor Financial Reports (CAFR), and county-specific adopted budget and CAFR documents.

^vActual figures available in Appendix B. Annual Public Per Capita Spending from FY2010 - FY2018 in select Texas counties.

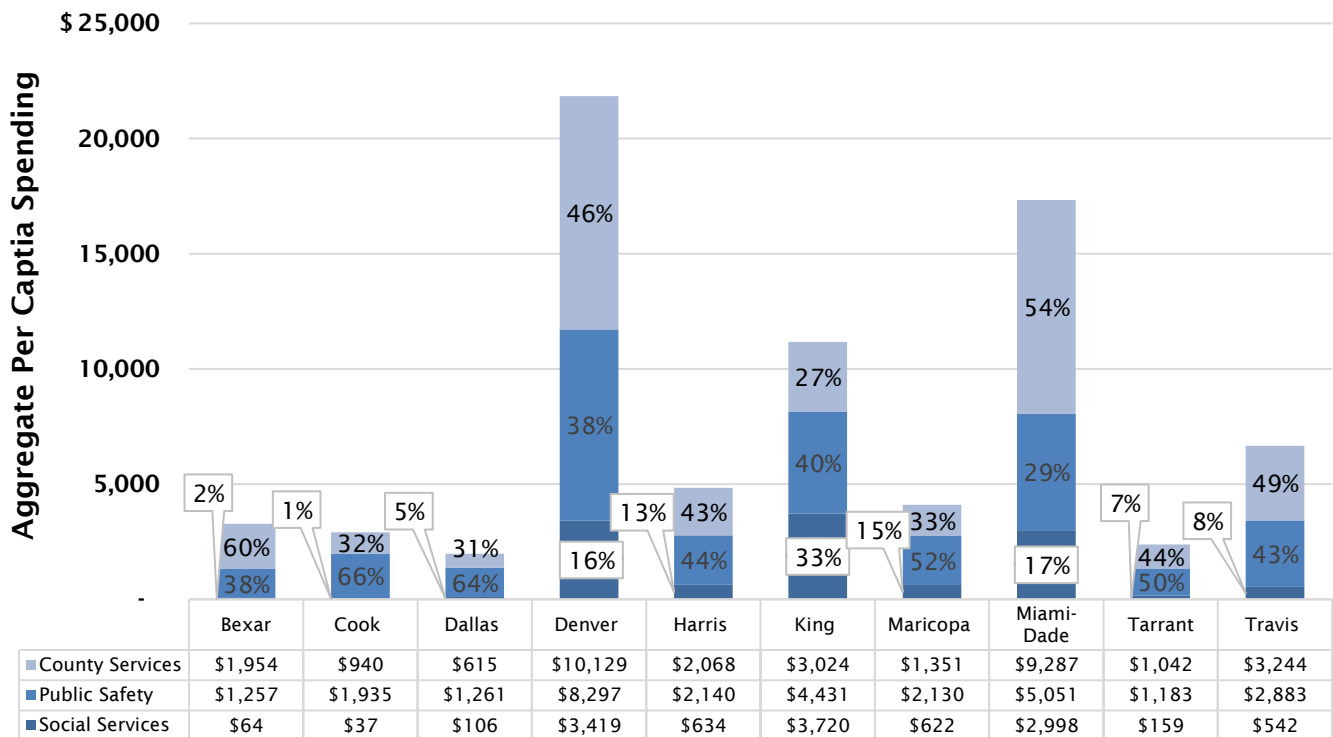
Key Findings

- For the ten counties reviewed, the three counties with the highest average spending between FY2010 and FY2018 were non-Texas counties (Denver, \$2,427 per capita; Miami-Dade, \$1,926 per capita; King, \$1,242 per capita). The three counties with the lowest average spending between FY2010 and FY2018 were Dallas (\$221 per capita), Tarrant (\$265 per capita), and Cook (\$324 per capita).
- Between FY2010 and FY2018, non-Texas counties outspent Texas counties by an average of \$849 per capita. Specifically, non-Texas counties spent an average of \$1,275 per capita compared to Texas counties, which spent an average of \$426 per capita.
- Three counties—Bexar, Denver, and King—increased their total annual per capita spending from FY2010 through FY2018. During this period, King County had the greatest percentage increase in spending (123%), increasing spending from \$940 per capita in FY2010 to \$2,096 per capita in FY2018.
- Starting in 2015, King County transitioned from an annual budget process to a biennial budget process.¹¹ King County’s biennial budgets begin in January of odd-numbered years. It is common for spending to be lower in the first year and higher in the second year of a biennium due to delayed operational costs associated with hiring staff, proposal solicitation, and the addition of new contracts.¹²
- Seven of the ten counties reviewed—Harris, Cook, Tarrant, Travis, Dallas, Maricopa, and Miami-Dade—spent less per capita in FY2018 than in FY2010. Over the nine-year period, Harris County cumulatively decreased spending on Social Services, Public Safety, and County Services by 5%, from \$618 per capita in FY2010 to \$587 per capita in FY2018. Cook and Dallas counties had the greatest percentage decrease in spending, each 15%. Cook County decreased their spending from \$373 per capita in FY2010 to \$317 per capita in FY2018; and Dallas County decreased their spending from \$267 per capita in FY2010 to \$227 per capita in FY2018.

Figure 2 reflects the nine-year aggregate per capita spending for each county and demonstrates the local proportions of expenditures within a county allocated by category—Social Services, Public Safety, and County Services.

Figure 2

Nine-Year Aggregate Per Capita Spending on Social Services, Public Safety, and County Services, FY2010-FY2018



Source: Analyst's Office analysis of US Census Bureau data, Harris County Comprehensive Auditor Financial Reports (CAFR) and county-specific adopted budget documents.

Key Findings

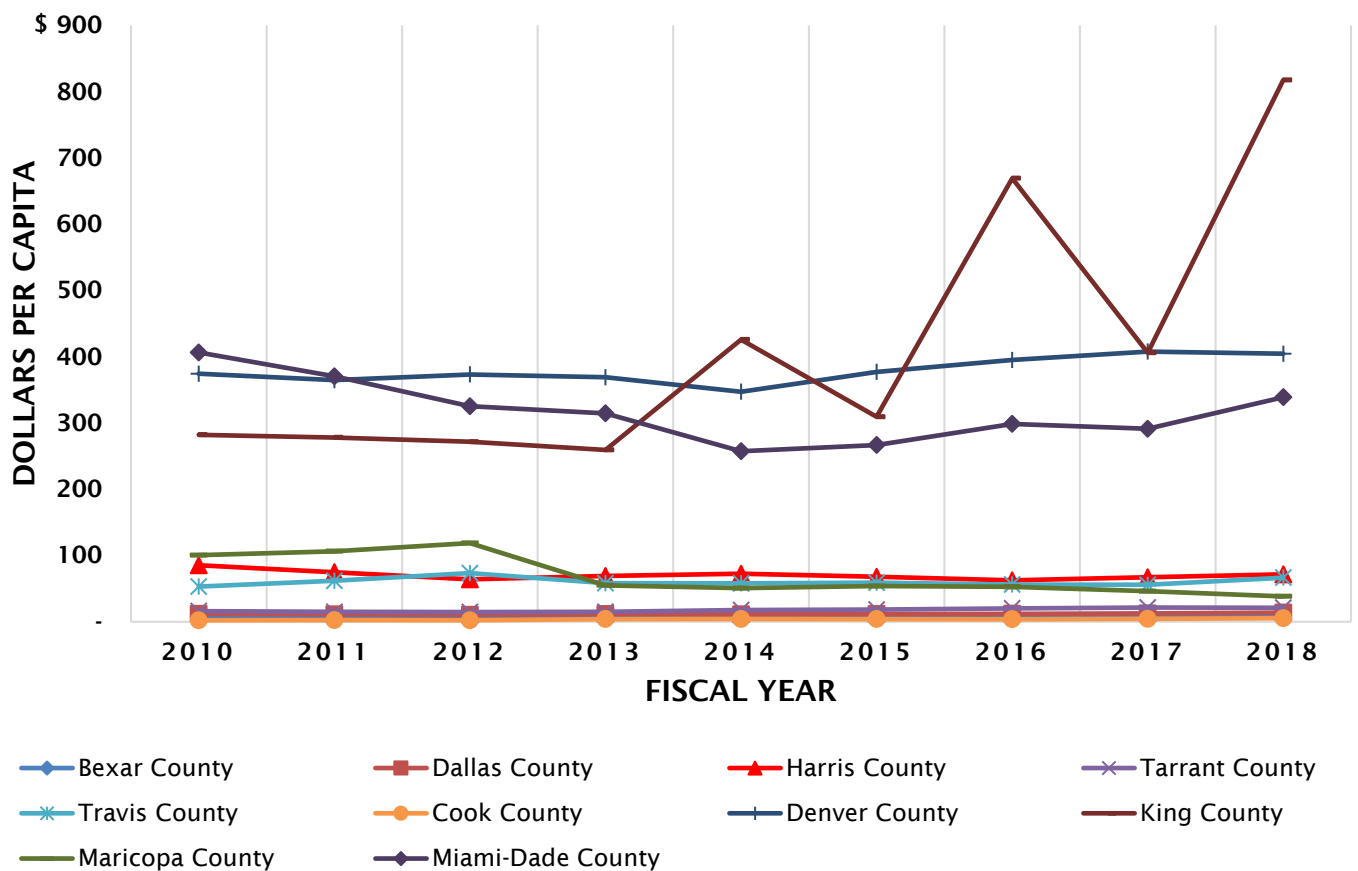
- For the nine-year period analyzed, Harris County spent more on Public Safety (44%) than in any other category—three times the amount spent on Social Services (13%).
- Cook, Dallas, Maricopa, and Tarrant counties spent a greater percentage of their budgets on Public Safety (66%, 64%, 52%, and 50%, respectively) than Harris County (44%) during the period analyzed.
- Social Services represents the smallest category of spending for nine out of the ten counties for the period analyzed, ranging from 1% of spending (Cook County) to 17% of spending (Miami-Dade County). Harris County follows the trend, spending 13% of public spending on Social Services. King County is the only exception, spending more on Social Services (33%) than County Services (27%).

Spending by Category: Social Services^{vi}

Figure 3A represents each county's spending on Social Services. As defined in the ASU report, Social Services includes spending on health and non-health related services, such as community services, parks and recreation, and public health departments. Expenditures related to parks included in Harris County Commissioner budgets are included in this category, replicating the ASU analysis. Spending outlined in this category does not include costs associated with local hospital districts.

Figure 3A

Annual Per Capita Spending on Social Services, FY2010-FY2018



Note: Detailed annual spending figures located in Appendix C.

Source: Analyst's Office analysis of US Census Bureau data, Harris County Comprehensive Auditor Financial Reports (CAFR) and county-specific adopted budget documents.

^{vi}Actual figures available in Appendix C. Per Capita Public Spending, FY2010 to FY2018.

Key Findings

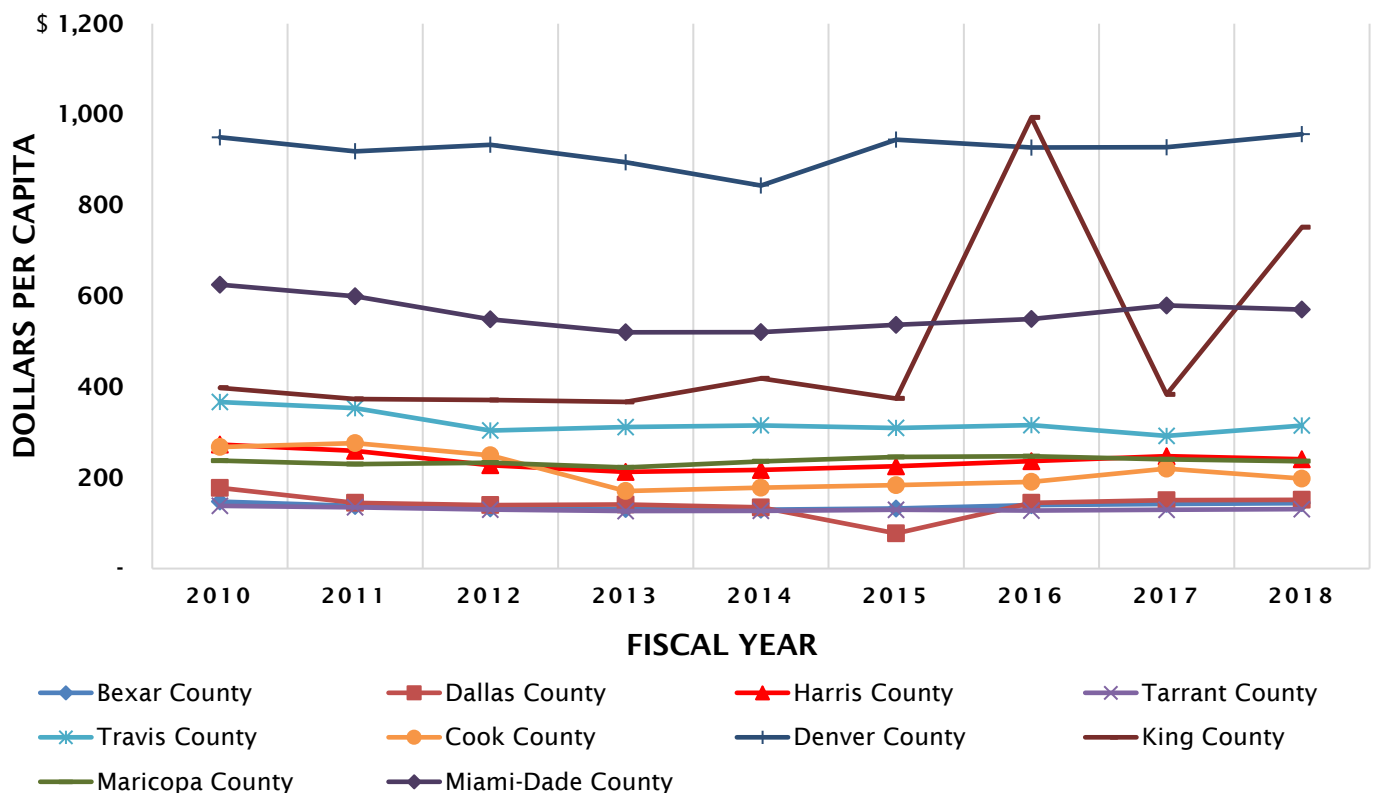
- Between FY2010 and FY2018, Harris County spent an average of \$70.49 per capita annually on Social Services—\$342.90 per capita less than King County and \$66.33 per capita more than Cook County. During the nine-year period analyzed, expenditures by the Harris County Public Health Department accounted for an annual average of 24% of Social Services spending in the County.
- Between FY2010 and FY2018, King County spent, on average, the most per capita annually on Social Services (\$413 per capita). King County's spending on Social Services increased by 67% in FY2014, by 120% in FY2016, and by 104% in FY2018, due largely to increased spending in both Public Health and Parks and Recreation. During the nine-year period analyzed, expenditures by the King County Public Health Department accounted for an annual average of 44% of Social Services spending in the County.
- Between FY2010 and FY2018, Cook County spent, on average, the least per capita annually on Social Services (\$4.16 per capita). Cook County spent more per capita on Social Services in FY2018 (\$6.51) than in FY2010 (\$1.21)—primarily due to steadily increased spending in social casework services and animal control services. Expenditures by Cook County's Social Services Department account for an average of 36% of Cook County's annual spending in Social Services between FY2010 and FY2018.

Spending by Category: Public Safety^{vii}

Figure 3B represents each county's total annual per capita spending on Public Safety. As defined by the ASU report, Public Safety includes spending on corrections, the judicial system, and emergency services such as the sheriff's department or fire department.

Figure 3B

Annual Per Capita Spending on Public Safety, FY2010-FY2018



Note: Detailed annual spending figures located in Appendix D.

Source: Analyst's Office analysis of US Census Bureau data, Harris County Comprehensive Auditor Financial Reports (CAFR) and county-specific adopted budget documents.

Key Findings

- Between FY2010 and FY2018, Harris County spent an annual average of \$237.78 per capita on Public Safety—\$684.10 less than the average per capita spending of the City and County of Denver. The Harris County Sheriff's Office accounts for an annual average of 47% of total Public Safety spending in the County.
- Between FY2010 to FY2018, the City and County of Denver spent, on average, the most per capita annually on Public Safety (\$921.88 per capita). The City and County of Denver's highest spending year on Public Safety was FY2018 at \$956.66 per

^{vii}Actual figures available in Appendix D. Per Capita Public Spending, FY2010 to FY2018.

capita, \$6.86 per capita more than the County spent in FY2010 (\$949.80 per capita). The City and County of Denver operates both a Police Department and Sheriff's Office, which account for an annual average of 59% of Public Safety spending.

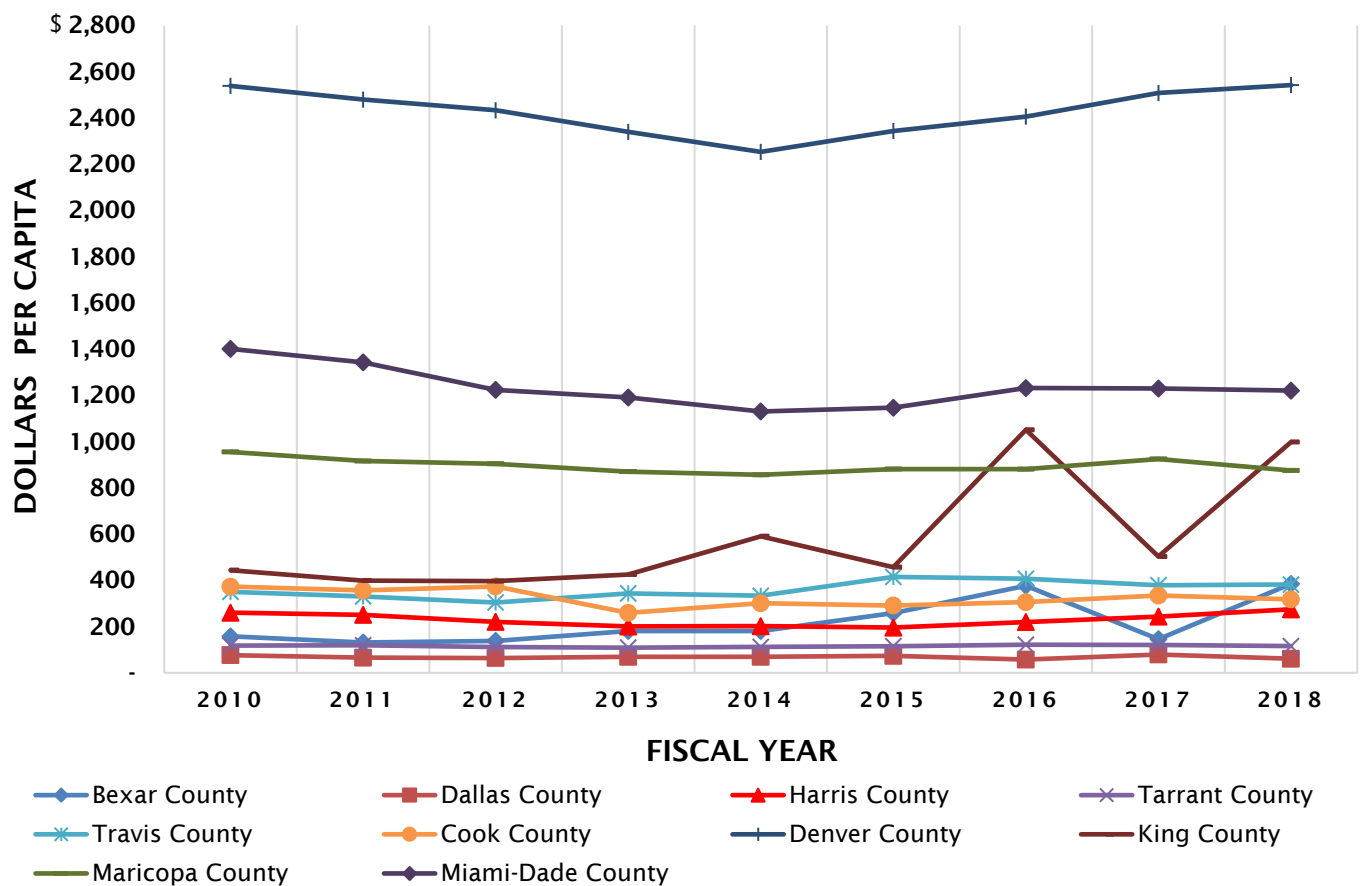
- Between FY2010 and FY2018, Tarrant County, on average, spent the least per capita annually on Public Safety (\$131.43 per capita). Tarrant County spent more per capita on Public Safety in FY2010 (\$139.43) than in FY2018 (\$131.78)—primarily due to a 19% decrease in spending on jury services. Expenditures by the Tarrant County Sheriff's Office account for an average of 47% of Tarrant County's annual spending in Public Safety between FY2010 and FY2018.

Spending by Category: County Services^{viii}

Figure 3C represents each county's total annual per capita spending on County Services. County Services includes spending on administrative expenses, such as the budgets for the County Judge and the County Commissioners' offices, as well as debt service and departments related to public infrastructure. This section excludes parks' expenditures for all counties analyzed—parks-related expenditures (including those expenditures that may be included in County Commissioner budgets) are included in Social Services, which aligns with the methodology used by ASU in the original analysis.

Figure 3C

Annual Per Capita Spending on County Services, FY2010-FY2018



Note: Detailed annual spending figures located in Appendix E.

Source: Analyst's Office analysis of U.S. Census Bureau data, Harris County Comprehensive Auditor Financial Reports (CAFR) and county-specific Adopted Budget documents.

^{viii}Actual figures available in Appendix E. Per Capita Public Spending, FY2010 to FY2018.

Key Findings

- Harris County spent an annual average of \$229.74 per capita over the nine-year period on County Services. Excluding debt service payments, Harris County’s Judge and Commissioners’ offices account for the majority of the County’s County Services, at an average of 33% of annual County Services spending.^{ix} Precinct budgets include road and environmental management expenditures^x—and exclude park expenditures.
- Between FY2010 and FY2018, the City and County of Denver spent, on average, the most per capita annually on County Services (\$2,427 per capita). Excluding debt service, Denver County’s Public Works Department, the County department responsible for maintaining fleet, solid waste, technology services, right of way services, and wastewater management, accounts for the majority of the County’s County Services, at an average of 31% of total annual County Services spending.^{xi} The City and County of Denver’s Mayor’s Office and City Council account for an average of 1.5% of annual County Services spending.^{xii}
- Between FY2010 and FY2018, Dallas County spent, on average, the least per capita annually on County Services (\$68.36 per capita)—ranging from \$57.31 per capita (in FY2016) to \$79.12 per capita (in FY2017). Excluding debt service, Dallas County’s Operational Services, the County department responsible for automotive services, engineering and project management, facilities’ management, and records’ management, account for the majority of County Services expenditures, at an average of 36% of total annual County Services spending. Dallas County’s Judge and Commissioners’ offices expenditures account for an average of only 1% of annual County Services spending.

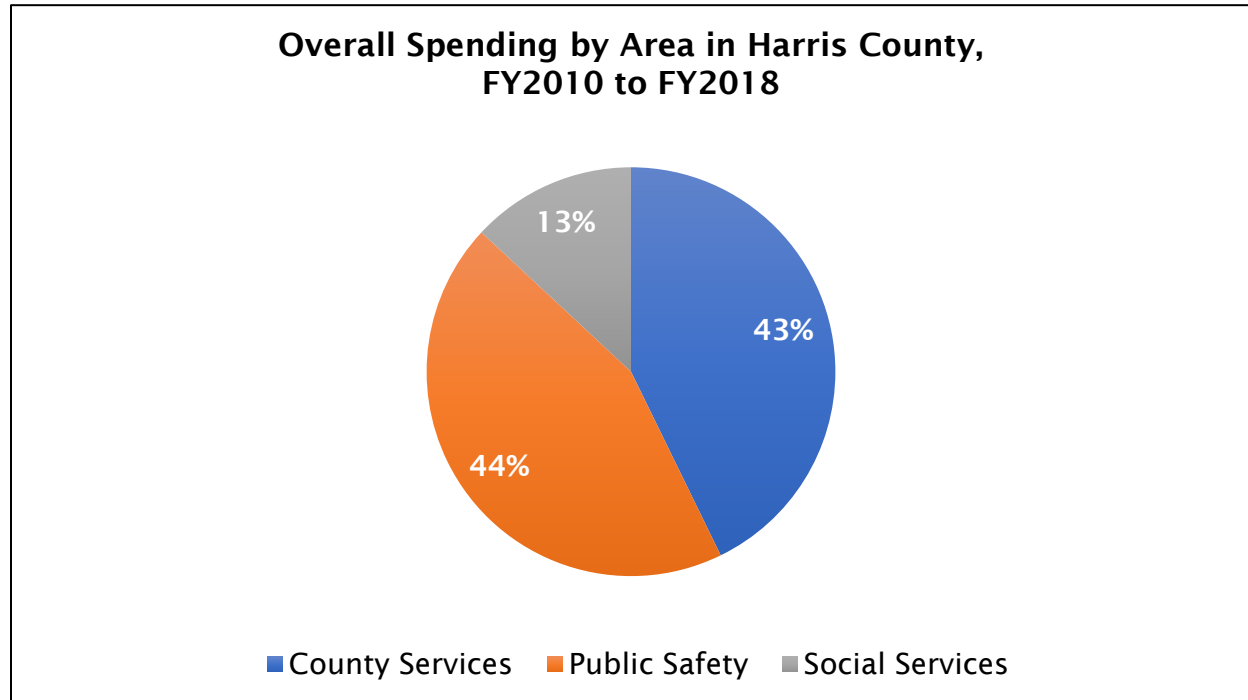
^{ix}Analysis conducted by the Analyst’s Office. Debt service was excluded from County Services spending total to highlight county services not related to debt repayments. Debt service makes up 26% of County Services nine-year expenditures.

^xPer ASU, Harris County budget documents natural resources’ expenditures include, but are not limited to, environmental management services, El Franco Le Wetland, San Jacinto Wetlands, and Feral Hog Mitigation.

^{xi}Analysis conducted by the Analyst’s Office. Debt service was excluded from County Services spending total to highlight county services not related to debt repayments. Debt services make up 0.1% of nine-year County Services expenditures.

APPENDIX A. HARRIS COUNTY OVERALL SPENDING BY AREA

The following chart is replicated from the “Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas” report, “Spending on Social Services, Public Safety, and County Services” section.



Social Services <ul style="list-style-type: none"> • Community Services (Housing, Financial Assistance, Veterans Services) • Domestic Relations • Libraries • Parks and Recreation • Protective Services for Children and Adults • Public Health • Other Health Services 	County Services <ul style="list-style-type: none"> • Administration • Business Operation • Debt Service • Natural Resources • Public Infrastructure (Engineering, Flood Control, Toll Road Authority) • Real Property • Transportation
Public Safety <ul style="list-style-type: none"> • Corrections • Fire and Ambulance • Judicial • Police 	

Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. 2019, page 11.

APPENDIX B. ANNUAL PUBLIC PER CAPITA SPENDING FROM FY2010-FY2018

The following is a summary of total local per capita spending by fiscal year and county.

Annual Public Per Capita Spending from FY2010-FY2018

	Bexar County	Cook County	Dallas County	Denver County	Harris County
2010	\$314.98	\$373.04	\$266.02	\$2,538.88	\$618.44
2011	\$278.24	\$356.49	\$221.58	\$2,479.69	\$584.74
2012	\$278.52	\$373.70	\$214.06	\$2,433.40	\$511.87
2013	\$320.46	\$259.34	\$221.98	\$2,339.84	\$482.75
2014	\$319.71	\$301.10	\$215.15	\$2,253.41	\$491.63
2015	\$400.28	\$291.10	\$162.42	\$2,343.76	\$488.97
2016	\$525.24	\$305.78	\$213.72	\$2,405.92	\$518.84
2017	\$297.40	\$334.16	\$241.74	\$2,508.32	\$557.91
2018	\$540.61	\$317.45	\$225.69	\$2,542.36	\$586.99
	King County	Maricopa County	Miami-Dade County	Tarrant County	Travis County
2010	\$940.41	\$484.16	\$2,138.02	\$273.50	\$770.17
2011	\$844.33	\$466.79	\$2,045.43	\$270.00	\$745.31
2012	\$840.88	\$460.75	\$1,875.13	\$256.78	\$681.51
2013	\$904.26	\$443.53	\$1,833.50	\$251.39	\$713.19
2014	\$1,262.04	\$436.25	\$1,756.76	\$257.48	\$706.66
2015	\$979.70	\$449.07	\$1,799.08	\$263.90	\$783.42
2016	\$2,244.11	\$448.35	\$1,947.42	\$270.21	\$778.80
2017	\$1,063.69	\$471.00	\$1,961.54	\$272.47	\$726.74
2018	\$2,096.37	\$442.88	\$1,979.47	\$268.36	\$763.52

APPENDIX C. PER CAPITA PUBLIC SPENDING, FY2010-FY2018

The chart reflects per capita annual spending by county on Social Services.

Per Capita Spending on Social Services, FY2010-FY2018

	Bexar County	Cook County	Dallas County	Denver County	Harris County
2010	\$7.66	\$1.21	\$11.85	\$374.99	\$85.24
2011	\$7.01	\$1.53	\$11.08	\$365.44	\$74.75
2012	\$6.00	\$1.30	\$10.31	\$373.91	\$63.94
2013	\$6.43	\$5.22	\$11.54	\$369.54	\$69.05
2014	\$6.92	\$5.21	\$11.10	\$347.77	\$72.46
2015	\$7.45	\$5.26	\$11.61	\$377.79	\$67.87
2016	\$6.55	\$5.07	\$11.96	\$395.87	\$62.47
2017	\$7.26	\$6.12	\$12.51	\$408.95	\$67.16
2018	\$8.82	\$6.51	\$13.78	\$405.16	\$71.44
	King County	Maricopa County	Miami-Dade County	Tarrant County	Travis County
2010	\$282.28	\$100.44	\$420.37	\$16.09	\$53.03
2011	\$278.17	\$106.29	\$384.82	\$14.93	\$61.76
2012	\$271.79	\$118.74	\$338.73	\$14.62	\$73.43
2013	\$259.41	\$54.94	\$327.90	\$14.91	\$58.20
2014	\$425.92	\$50.71	\$270.26	\$17.58	\$57.93
2015	\$309.41	\$53.78	\$280.78	\$18.39	\$58.95
2016	\$669.56	\$52.80	\$313.34	\$20.14	\$56.07
2017	\$406.04	\$46.05	\$307.33	\$21.47	\$55.80
2018	\$817.86	\$38.23	\$354.85	\$21.06	\$66.55

APPENDIX D. PER CAPITA PUBLIC SPENDING, FY2010-FY2018

The chart reflects per capita annual spending by county on Public Safety.

Per Capita Spending on Public Safety, FY2010-FY2018

	Bexar County	Cook County	Dallas County	Denver County	Harris County
2010	\$149.69	\$267.80	\$177.92	\$949.80	\$273.09
2011	\$140.03	\$276.20	\$144.66	\$919.02	\$259.25
2012	\$134.64	\$249.35	\$139.80	\$933.37	\$227.64
2013	\$133.14	\$170.75	\$141.18	\$894.73	\$212.90
2014	\$131.78	\$178.04	\$134.79	\$843.50	\$217.15
2015	\$134.36	\$183.72	\$77.42	\$944.68	\$225.23
2016	\$141.93	\$190.96	\$144.45	\$927.31	\$236.58
2017	\$144.42	\$219.91	\$150.11	\$927.87	\$247.44
2018	\$146.95	\$198.13	\$151.04	\$956.66	\$240.77
	King County	Maricopa County	Miami-Dade County	Tarrant County	Travis County
2010	\$398.13	\$237.53	\$625.25	\$139.43	\$366.70
2011	\$373.41	\$230.04	\$599.68	\$136.04	\$353.18
2012	\$371.16	\$233.24	\$548.90	\$130.77	\$304.03
2013	\$366.99	\$222.59	\$520.31	\$127.67	\$311.58
2014	\$418.65	\$236.10	\$520.80	\$128.01	\$315.35
2015	\$374.51	\$245.63	\$536.76	\$130.28	\$309.60
2016	\$993.24	\$247.41	\$549.64	\$128.54	\$315.82
2017	\$383.47	\$240.53	\$579.44	\$130.35	\$292.13
2018	\$751.77	\$236.44	\$570.43	\$131.78	\$314.90

APPENDIX E. PER CAPITA PUBLIC SPENDING, FY2010-FY2018

The chart reflects per capita annual spending by county on County Services.

Per Capita Spending on County Services, FY2010-FY2018

	Bexar County	Cook County	Dallas County	Denver County	Harris County
2010	\$157.63	\$104.03	\$76.25	\$1,214.09	\$260.11
2011	\$131.20	\$78.76	\$65.84	\$1,195.22	\$250.74
2012	\$137.88	\$123.05	\$63.95	\$1,126.12	\$220.29
2013	\$180.89	\$83.37	\$69.25	\$1,075.57	\$200.80
2014	\$181.01	\$117.85	\$69.26	\$1,062.13	\$202.02
2015	\$258.47	\$102.13	\$73.40	\$1,021.29	\$195.87
2016	\$376.77	\$109.74	\$57.31	\$1,082.74	\$219.78
2017	\$145.73	\$108.13	\$79.12	\$1,171.50	\$243.31
2018	\$384.84	\$112.81	\$60.87	\$1,180.54	\$274.78
	King County	Maricopa County	Miami-Dade County	Tarrant County	Travis County
2010	\$260.00	\$146.18	\$1,092.40	\$117.97	\$350.44
2011	\$192.75	\$130.46	\$1,060.93	\$119.02	\$330.37
2012	\$197.93	\$108.77	\$987.50	\$111.39	\$304.06
2013	\$277.86	\$165.99	\$985.29	\$108.81	\$343.41
2014	\$417.47	\$149.44	\$965.70	\$111.89	\$333.38
2015	\$295.77	\$149.66	\$981.55	\$115.23	\$414.87
2016	\$581.31	\$148.14	\$1,084.44	\$121.53	\$406.91
2017	\$274.18	\$184.41	\$1,074.76	\$120.65	\$378.81
2018	\$526.74	\$168.22	\$1,054.19	\$115.51	\$382.07

APPENDIX F. Re-organized Department Categories

Arizona State University (ASU) organized certain county departments into three spending categories: County Services, Public Safety, and Social Services. Several counties analyzed by the Analyst's Office have department names that do not correspond with ASU's categorization of Harris County's departments. Appendix F reflects instances where counties' department names did not correspond to those used to create Harris County's categories. The Analyst's Office used discretion, referencing Harris County Department structure, when assigning departments to replicate the original methodology. N/A reflects departments that are not represented in Harris County.

	Harris County Department	Comparison County	Comparison County Department
County Services	Budget Management	Bexar	Management & Finance (formerly Financial Services)
		King	Office of Performance, Strategy and Budget (formerly Office of Management and Budget)
	Budget Management - HRRM	Bexar	Human Resources
		Cook	Civil Service Commission
			Department of Human Resources
			Employee Appeals Board
			Enterprise Resource Planning (ERP)
			Human Rights and Ethics (Formerly Commission on Human Rights and Department of Human Rights and Ethics)
			Office of Independent Inspector General (formerly Office of Inspector General)
		Dallas	Human Resources/Civil Service
		Denver	Office of Human Resources (formerly Career Service Authority)
		King	Human Resources Management
			Office of Labor Relations
		Maricopa	Human Resources (formerly Workforce Management and Development)
		Miami-Dade	Human Rights and Fair Employment Practices
			Human Resources
		Tarrant	Human Resources
		Travis	Civil Service Commission
			Human Resource Management

	Harris County Department	Comparison County	Comparison County Department
County Services	Central Technology Services	Bexar	Information Technology (formerly Information Services)
		Cook	Enterprise Technology (formerly IT Solutions and Technology Policy and Planning)
		Denver	Office of Telecommunications
		King	Cable Communications
			King County Information Technology
		Maricopa	Enterprise Technology
		Miami-Dade	Information Technology
		Tarrant	Information Technology
		Travis	Centralized Computer Services
			Information Technology
	Commissioner Precincts 1-4	Cook	The Secretary to The Board of Commissioners (formerly Office of the County Commissioners)
		Dallas	Road & Bridges District 1-4
		Denver	City Council
		King	County Council
	Facilities & Property Maintenance	Dallas	Building Security
		Denver	Strategic Initiatives (formerly Energy Management)
	FPM-Utilities and Leases	Tarrant	Buildings
	General Administration	Cook	Department of Admin and Support Services
			Planning and Development
			Public Administrator
		Maricopa	Planning and Development
		Miami-Dade	Internal Services
	Harris County Tax Assessor-Collector	Bexar	Bail Bond Board
		King	Ombudsman/Tax Advisor
	Harris County Auditor	Miami-Dade	Audit and Management Services
	Harris County District Clerk	Bexar	Jury Operations
		Dallas	Central Jury Services
	Harris County Sports & Convention Corp.	Denver	Convention and Visitor's Bureau
	N/A	Bexar	County Manager

Harris County Department		Comparison County	Comparison County Department
County Services		Cook	Office of the President
		Dallas	Department of Unincorporated Area Service
			Elections Administration
		Denver	Election Division (formerly Clerk and Recorder Elections)
		King	Charter Review Commission Support
			County Executive
			Department of Transportation
			Districting Committee
			Eastside Rail Corridor
			Elections
			Federal Lobbying
			King County Civic Television
			Office of Equity and Social Justice
			Real Estate Services
			Records and Licensing Services
			Succession Planning
		Maricopa	Assistant County Manager
			Board of Supervisors
			Call Center
			County Manager
			Deputy Assistant Manager 930/ Deputy County Manager 930
			Deputy Assistant/ Deputy County Manager 920
			Elections
			Equipment Services
			Internal Audit
			Research and Reporting
			Transportation
		Miami-Dade	Board of County Commissioners
			Commission on Ethics and Public Trust
			Communications
			Elections
			Office of the Mayor
			Transportation and Mobility (formerly Transportation)

	Harris County Department	Comparison County	Comparison County Department
County Services		Tarrant	County Administrator
			Elections Administration
			Historical Commission/Archives
			Right of Way
			Transportation
		Travis	Centralized Fleet Services
			Historical Commission/Archives
			Transportation & Natural Resources (TNR)
	Office of County Engineer	Cook	Building and Zoning
			Geographical Information System (also known as GIS Fee)
		King	Department of Permitting & Environmental Review
	Pollution Control Department	Maricopa	Air Quality
	Public Infrastructure Coordination	Bexar	Public Works
		Cook	Department of Environment and Sustainability
			Environmental Control Solid Waste Management
		Dallas	Public Works Administration
		Denver	Public Works
		King	Physical Environment Transfers
		Maricopa	Public Works
		Miami-Dade	Neighborhood and Infrastructure
	Purchasing Agent	Cook	Contract Compliance
			County Comptroller
		Maricopa	Waste Resources and Recycling
Public Safety	Detention	Cook	Adult Probation Department
		King	Inmate Welfare - Adult
			Inmate Welfare - Juvenile
	Detention; Harris County Sheriff's Dept	Tarrant	Sheriff-Confinement
	Detentions	Miami-Dade	Corrections and Rehabilitation
	Detentions Medical	King	Jail Health Services
		Maricopa	Correctional Health

Harris County Department		Comparison County	Comparison County Department
Public Safety	Detentions; Harris County Juvenile Probation	Tarrant	Juvenile Services & Detention
	Fire Marshal's Office	King	Emergency Medical Services
		Miami-Dade	Fire Rescue
		Travis	Emergency Medical Services
	Harris County Clerk's Office	King	Recorder
		Maricopa	Clerk of the Board
			Recorder
	Harris County Constable Pct 1-8	King	Automated Fingerprint Identification System
	Harris County District Clerk	Dallas	IV-D Court
		Tarrant	Jury Services
	Harris County Sheriff's Dept; Harris County Juvenile Probation	Bexar	Juvenile District Courts (formerly Juvenile Courts)
	Harris County Institute of Forensic Sciences	Bexar	Forensic Science Center (formerly FSC Operations)
		Cook	Forensic Clinical Services
		Dallas	Breath Alcohol Program (formerly Institute of Forensic Sciences: Breath Alcohol Program)
			Crime Lab (formerly Institute of Forensic Sciences: Crime Lab)
	Harris County Sheriff's Dept; Harris County Constable Pct 1-8	Bexar	DPS- Highway Patrol (formerly DPS Warrants)
	Harris County Sheriff's Dept; Harris County Juvenile Probation	Bexar	Juvenile Office
	Harris County Juvenile Probation	Dallas	Truancy Court Administration
			Truancy Court Clerks
	Harris County Juvenile Probation; Harris County Community Supervision & Correction	Cook	Public Guardian

Harris County Department		Comparison County	Comparison County Department
Public Safety	N/A	Bexar	Office of Criminal Justice (formerly Judicial Services)
		Cook	Judiciary
			Justice Advisory Council
			Office of the Chief Judge
			Emergency Management Agency
		Dallas	Emergency Management
			Criminal Justice Department, Divert Court
		Denver	Police
			Safety
			Office of Emergency Management
		King	Enhanced 911 Emergency Telephone System
			Office of Emergency Management
			Puget Sound Emergency Regional Network
			Superior Court
		Maricopa	Contract Counsel
			Emergency Management
			Integrated Criminal Justice Info
			Special Litigation
			Superior Court (formerly Clerk of the Superior Court)
		Miami-Dade	Police
			Public Safety
		Travis	Emergency Services
			Justice Planning (formerly Criminal Justice Planning CJP)
	Office of County Court Management	Bexar	Court Security
	Pretrial Services	Bexar	Trial Expense
	Public Defender	Maricopa	Legal Advocate
			Legal Defender
			Public Advocate
			Public Fiduciary
		Miami-Dade	Legal Aid
	Sheriff's Civil Service	King	Office of Law Enforcement Oversight

Harris County Department		Comparison County	Comparison County Department
	Triad Juvenile Probation	Dallas	Truancy Enforcement Center
Social Services	Commissioner Precincts 1-4	Denver	Parks and Recreation and Cultural Facilities (formerly Cultural & Recreation)
		King	Parks and Recreation/ Parks Open Space and Trail Levy
		Maricopa	Parks and Recreation
		Miami-Dade	Recreation and Culture
		Travis	*Park & Recreation Services
	Community Services Department	Bexar	Community Resources
			Economic/Community Development (SWMBE)
			Small Business & Entrepreneur
		Denver	Community Planning & Development
		King	Citizen Counselor Network
			Community and Human Services Administration (also known as Human Services or Community Services)
		Miami-Dade	Community Information and Outreach
		Tarrant	Human Services
			Public Assistance
	Harris County Appraisal District	Cook	Administrative Hearing Board
			Board of Review
			Zoning Board of Appeals
		Denver	Hearing Office
		King	Boundary Review Board
		Miami-Dade	Property Appraiser
	Harris County MHMRA	King	Developmental Disabilities Division
	Harris County Public Library	Bexar	BiblioTech
			Military Services Office
			Veterans Services Office
		Cook	Veterans Assistance Commission*
		Dallas	Veterans Services
		King	Veterans and Family Levy

Harris County Department		Comparison County	Comparison County Department
Social Services			Veterans' Relief
		Maricopa	Library District
		Tarrant	Veterans Services
		Travis	Veterans Services
	Harris County Commissioner Pct 1-4 Parks Departments	Bexar	County Heritage Department (formerly Bexar Heritage)
	Harris County Protective Services Children & Adults	Bexar	Child Welfare Board
		Cook	Department of Adoption and Family Supportive Services (formerly Supportive Services)
		Dallas	Child Protective Services (formerly CPS Program)
	N/A	King	Transfer to Homelessness
		Maricopa	Education Services
		Travis	Counseling & Education Services
	Pollution Control Department	Cook	Lead Poisoning Prevention
	Pollution Control Department; Public Health Services	Cook	Control of Environment
	Public Health Services	Cook	Animal Control
		Dallas	Employee Health Center (formerly Employee Health Clinic)
		King	Animal Services (formerly known as Animal Bequest)
			Best Starts for Kids
			Environmental Health
		Maricopa	Animal Care and Control
		Miami-Dade	Animal Services
			Health and Society (formerly Health and Human Services)

ENDNOTES

¹ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

² Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

³ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

⁴ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

⁵ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

⁶ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

⁷ Guide to Understanding Comprehensive Annual Financial Reports (CAFRs). (n.d.). Retrieved July 13, 2020, from <https://comptroller.texas.gov/transparency/budget/cafr-faq.php>

⁸ Guide to Understanding Comprehensive Annual Financial Reports (CAFRs). (n.d.). Retrieved July 13, 2020, from <https://comptroller.texas.gov/transparency/budget/cafr-faq.php>

⁹ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

¹⁰ Local Investments in Social Services: The Role of Local Government Stakeholders in Improving Population Health Outcomes in Harris County, Texas. (2019). Arizona State University.

¹¹ Statement verified by Dwight Dively, Director of the Performance, Strategy and Budget on September 17, 2021. Services, stability highlight 2014 King County Budget—King County. (n.d.). Retrieved September 9, 2021, from <https://kingcounty.gov/council/news/2013/November/budgCOUNCIL.aspx>

¹² Statement verified by Dwight Dively, Director of the Performance, Strategy and Budget on September 17, 2021. Services, stability highlight 2014 King County Budget—King County. (n.d.). Retrieved September 9, 2021, from <https://kingcounty.gov/council/news/2013/November/budgCOUNCIL.aspx>



The Harris County Commissioners Court's Analyst's Office provides the Harris County Commissioners Court members with objective, nonpartisan, and timely fiscal and policy analysis related to the efficiency and effectiveness of various County operations.

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